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What an Advertiser Should Know

by

Henry C. Taylor

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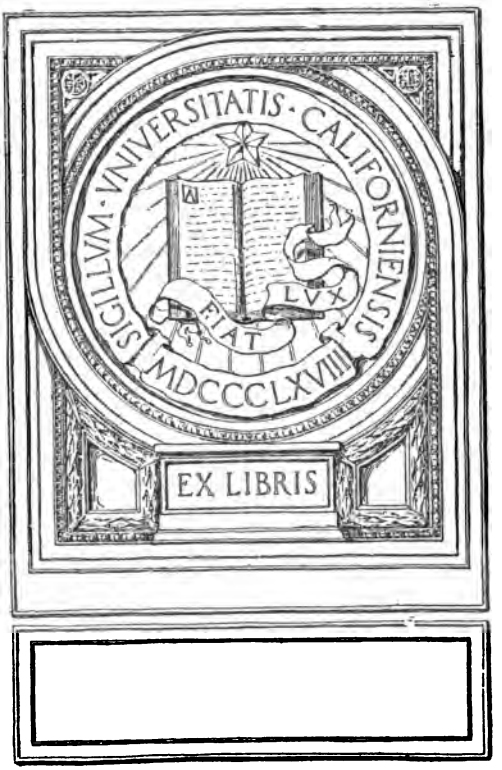

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THE "PRACTICAL" SERIES

By HENRY C. TAYLOR

WHAT A SALESMAN SHOULD KNOW

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THE "PRACTICAL" SERIES

What An Advertiser Should Know

A Handbook for Everyone Who Advertises

BY

HENRY C. TAYLOR

Author of "What a Salesman Should Know"

CHICAGO

BROWNE & HOWELL COMPANY

1914

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L. C.

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PUBLISHERS' NOTE

WE have arranged with Mr. Henry C. Taylor to give us a series of practical handbooks for the business man. His first volume, "What a Salesman Should Know," has proved very popular, a second edition being called for shortly after the book was put upon the market. It is with pleasure, therefore, that we present this, his second volume.

The author of these timely and instructive books is still young. His methods are snappy and up-to-date. The name, Henry C. Taylor, is a nom de plume. He is a member of a prominent firm, has charge of the sales department and does the traveling in the important cities himself. For business reasons he prefers not to disclose his identity.

This series of books has been prepared and published for the benefit of the young man in business today. They should be in the hands of every man who desires to make himself more efficient,—not only those who have already made a start in business, but those also who intend at some future time to take up business as a profession.

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What an Advertiser Should Know

CHAPTER I.

General Forms of Advertising.

THE word *advertise,* as defined by Webster, means *to give notice to; to inform; to announce publicly, especially by printed notice.* In this progressive day and age, however, this definition falls far short of the real meaning of the word and we find it necessary to add the clause *to produce sales.* For if the latter are not forthcoming as the result of advertising an article, then the effort has been wholly wasted.

Advertising is as old as the human race itself. During the last quarter of a century, however, such tremendous progress has been made in it that the business man of today regards it not as an art but as a science and one which he must study with great care.

The earliest form of advertising of which we have record was the old-fashioned street vendor, or crier. His methods are still in use, even in this age of advancement, and not without good results. Following the street vendor as a form of advertising came the use of the sign-board. This developed

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later into the use of show cards, bill-boards and posters. In time the newspaper and the magazine became the mediums of advertising, although in the beginning these latter were used for simply-worded announcements such as "John Jones & Co. Sell Dry Goods."

Advertisements today are elaborate. The mediums are expensive. The man in business has more people to reach, more territory to cover. It is imperative, therefore, that he have knowledge of every branch of his business whether it shows a large profit or an equally large loss. Tremendous sums are expended today in advertising and a large part of it is absolutely lost because the man in business does not know how to make his advertising count.

It is not the object of the writer to present a long technical treatise on this important subject, but to put before the advertiser some essential points which will enable him to handle his advertising problem intelligently.

In advertising a business the first step for the merchant to take into consideration is the general appearance of his store or place of business, for, in the last analysis, every factor pertaining to a business which tends to create an effect upon the customer or visitor is a part of its advertising. Interior decorations which create a pleasing effect are important factors, while the intelligent and artistic use of store

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windows as a medium of advertising is more important still. Large stores place a high value on their window space, often as high as a hundred dollars a week. They maintain high-salaried men whose sole duty it is to look after them. The position of window-trimmer for a large concern is an important one and one which commands an excellent salary.

The merchant must realize also that the personality of his clerks is an advertisement, favorable or unfavorable as the case may be. The clever business man knows that his store's greatest asset is a company of intelligent clerks. By far the best advertisement a store can have is a reputation for *good service.* When a customer knows that he can enter a place of business, be waited upon by an intelligent clerk without confusion, it is an advertisement of great value to that store.

Many firms make it a point to play up this feature in their newspaper advertising. This goes to prove that the business man realizes that almost anything he does results in advertising, whether the latter proves of lasting effect or whether it turns out to be a detriment of equal magnitude.

As has been said, we have come to recognize advertising as a science. We have schools for the purpose of teaching it, just as we have schools for teaching law and medicine. If, therefore, advertising is a

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science, which it is, the man in business must study it carefully, just as the lawyer and the doctor study their professions.

The position of advertising manager for a large concern is perhaps the highest paid position in the business world, and when we stop to think of the enormous sums of money expended for advertising, we realize its importance in business when it is conducted under modern methods as it is today.

Aside from the use of space in the newspapers and magazines, there are any number of other kinds of advertising which we shall term Supplementary Forms. Some of these have already been enumerated.

For the manufacturer and wholesaler, the co-operation of the retail merchant and his clerks in an advertising campaign is not only decidedly beneficial but necessary to both parties. It is an accepted fact that unless all concerned pull together and strive for the same object, the desired results cannot be readily obtained. Harmony in advertising, as in everything else, is necessary. A manufacturer may advertise until he is blue in the face but unless he has the co-operation of the jobber and the retailer, his advertising will be lost.

A jobber's word is taken as a guarantee by the retailer. The retailer's word is invariably taken by his customers. A retailer or one of his clerks can

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make or break the sale of an advertised article in their own store simply by saying that the advertised article is all right but that he believes such and such an article is better. He is a member of the local community. He is known as a man of good standing and his word is usually taken by the customer. The psychology of this is readily seen. The jobber is known to the retailer and therefore his word is taken. The retailer is known to his customers and his word is taken by them. So it is very necessary for the manufacturer to gain the co-operation of these two most important mediums for putting an article on the market.

The writer once knew a man in the candy manufacturing business who told him that his big supplementary advertising aid was to get acquainted with the clerk who stood behind the counter and sold the goods at retail. He would spend considerable time in showing the clerks where his candy was superior to any other brand, how it was made, etc. The clerk soon began to think that he really knew something about this particular brand of candy. So he would recommend it to his customer.

Reach the sales people is, or should be, the main object of all manufacturers. Tell them something about the goods you are making. They will appreciate it. Ask their co-operation. As soon as they begin to recommend the article to their customers

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the result will be apparent in financial returns. Ask some merchant to make a window display of your goods. If he will not lend you the use of his windows *rent them.* It is money well spent. It will be productive of good results, for when a window display is made it carries the local merchant's guarantee. This is worth a great deal in any community.

The use of street car space is a good means of supplementing a general campaign. It takes about fifty thousand cards to cover the United States and Canada and the cost is about fifty cents per card per month. These cards can be changed as often as is desired but usually the change is made but once a month. Such advertising is in the hands of companies owning franchises and options upon most of the street car space in the country. Posters are used with good effect by the retail merchant and prove of indefinite value to the manufacturer. These are made on a very elaborate scale. Manufacturers go to great expense in purchasing beautiful drawings by well known artists, for posters are designed to attract by their physical beauty.

Bill-Board and Painted Sign advertising is used extensively by large firms in putting on a national campaign. This form of advertising is handled by bill-posting concerns and costs so much per board per month. It is much more difficult to prepare a

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bill-board advertisement than it is to write one for a street car. The reason for this is apparent. People are not sitting in front of a bill-board advertisement as they are of one in a street car. Their attention must be gained and the story told at a glance. It is the usual thing, when riding on a train, for the passenger to watch the bill-boards for the distances to the next town. In this fleeting glance the story of the advertiser must be told.

Painted Signs are similar to bill-board advertising and perform the same office. There is a great deal of risk connected with this form of advertising. The boards are frequently blown down and the posters destroyed by rain. If a painted sign on a building is used the advertiser may see his sign obscured by the erection of a new building. Wall space on prominent buildings is very expensive.

Perhaps the greatest innovation in the advertising of the present day has been accomplished by the use of electricity. Take a walk up Broadway any evening and think of the enormous amount of money spent in advertising by means of electric signs. The greatest achievement in electrical advertising in the world today is the Chariot Race display facing Herald Square in New York City. To illustrate the magnitude of this wonderful sign it is only necessary to say that it takes some twenty thousand electric bulbs to produce it.

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The prices paid for positions for these big signs are enormous and run from one to two thousand dollars per month. This form of advertising is not organized as is the bill-board system. As yet no agency has interested itself to the point of instituting a system of electric signs which would be of service in carrying on a national campaign. Electrical advertising is not entirely confined to out of doors but may be used with great effect inside a store. Window displays, interior decorating and other display schemes have been revolutionized by the use of electricity.

Another form of advertising, similar to the bill-board and poster method, is the distribution of hand bills and samples from house to house. This is handled by agencies which guarantee an honest distribution, thus minimizing the usual risk of having the samples and matter destroyed or never distributed.

The use of novelties has been productive of good results and is a lasting form of advertising. This, also, is handled by agents. They will call upon you and display a thousand different novelties at a thousand different prices. Banks often make use of calendars as a novelty form of advertising. Insurance companies frequently use blotters, etc. Making presents to one's customers of an attractive booklet or diary is a lasting form of advertisement and one

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which is appreciated by all who receive them. In presenting an advertising novelty it is always best to give something which is serviceable as well as lasting. If diaries are selected for this purpose it is a good plan to continue to give one each year. The customers will soon learn to look forward to receiving them.

Program advertising is productive of good results and space can be obtained at very reasonable rates. This is also in the hands of agencies which control the theatre programs of certain cities.

The forms of advertising mentioned in this chapter are considered as supplementary to the real newspaper and magazine advertising which we shall discuss later on.

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CHAPTER II.

The General Construction of an Advertisement.

ADVERTISING as before mentioned, is now recognized as a science. It is no longer a vehicle for fakes and quacks. The large store employs high-salaried men and maintains a large advertising department while the smaller merchant usually writes his own "copy" and generally oversees all the advertising of his store. This little book is not intended to go into an exhaustive study of the science of advertising but simply to put forth some facts which will enable the business man to grasp and handle more intelligently this gigantic problem.

Millions of dollars are spent annually in advertising and a great percent of it is absolutely wasted because the advertiser does not know what he is doing. The man who thinks that any old kind of an announcement will do is about half a century behind the times. To be able to write "copy" which will produce results requires hard study, long and careful thought. It is the purpose of the writer to put forth briefly his ideas upon the general construction of an advertisement to aid the smaller as well as the larger

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advertiser in obtaining additional knowledge as to the manner of writing forceful copy.

In making up an advertisement, the matter should be put into such concrete form that it will make an instant impression, will create an immediate image in the mind of the reader and prospective purchaser. To illustrate this point,—a firm, known to the writer, used page after page in the dailies stating that they would put on sale sixty thousand dollars worth of clothing to be sold for the next sixty days at a discount of sixty percent. This firm was really in financial difficulties and could not afford to stand this loss, but to get in ready cash was imperative. So they took this means of getting it and reconciled themselves to the loss. At the end of thirty days they found that they had fallen far below what they had expected and they were feeling pretty blue over it for they were still in need of cash. They called upon an advertising man whom they knew and asked his advice. After careful thought he told them that their style of advertising was not convincing. It would not produce results.

"We have spent several thousand dollars and it seems to us that we should have results," was the reply of the firm.

It had never occurred to them that perhaps the style of advertising they had been using might be wrong. Finally they turned the problem of adver-

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tising the sale over to their friend, the experienced advertising man. After considerable study he hit upon the following plan. He had a fac-simile of a dollar bill made and ran it in his advertisement with the following caption:

"This certificate is good for one dollar if presented at our store within the next thirty days."

The volume of business increased amazingly and the firm instead of sacrificing sixty percent made a goodly profit on the sale.

The psychology of this advertisement is simple. The certificate *resembled money,* and the reader knew that it was *worth money* if presented at this certain store within a certain time. In other words the certificate *created an image* and made an impression on the mind of the reader. The United Cigar Stores use this plan. They make their premium certificates to resemble money and in this way create in the mind of the customer the impression that they are worth money, or its equivalent, if saved until a certain number have been collected. One will not throw away certificates which will be worth money, if saved, but will begin collecting them, and will not make his purchases unless he can get these premium certificates. In just the same way the S. & H. trading stamps capture the ladies in buying their food supplies.

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Certain colors are displeasing to most of us while certain others are generally pleasing. The ordinary black and white advertisement depends for its effectiveness principally upon the type used. A pleasing initial, or monogram, often catches the eye. But today advertising is going into more costly forms. The advertiser is using two, three and possibly more colors, depending upon the physical beauty of the advertisement to attract attention. It stands to reason, therefore, that if the colors are not in harmony and not well blended, a feeling of repugnance and disappointment is produced. No matter how good the advertised article may be, if this feeling is produced the advertisement is a failure.

A certain glove manufacturer purchased an exquisite drawing of a beautiful girl pulling on a pair of gloves. He made about ten thousand hanging cards, using this picture and the caption that this beauty wore such and such gloves. The picture was a work of art. It attracted attention immediately. It was one that would not be readily thrown away. So the advertisement proved of indefinite value and lasted for a long time. The pictures were printed in three colors and were very effective.

Red is a color pleasing to most people and is extensively used in advertising. If the advertised article comes in a package, a facsimile or reproduction could be used with good effect. But here, as in

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every case, the color scheme should be carefully worked out. Wrigley's scheme for putting his gum on the market is a good example. The green and light red colors are well blended. The color scheme is carefully worked out and the effect as a whole is pleasing to the eye. The facsimile of the package creates an image, as does his trade-mark, "Look for the Spear." This is lasting, and whenever a reader wants chewing gum, the image comes promptly to mind. To the mind of the writer this is the most remarkably planned as well as the most successful campaign of advertising put forth in recent years.

Rhythm is another point to be considered in writing an advertisement. It is one which should be studied with great care. If the sentences are too long they will not be read. It is necessary to break the matter up into shorter and more compact sentences, each one telling a story. The interest of the reader is soon aroused and the advertisement is read through before he is aware of it.

The advertiser must depend upon the physical eye to do the work of carrying the impression of his advertisement to the brain. The eye has its own peculiar construction. It is constantly on the alert. It instantly selects, out of many, the one advertisement which is pleasing. It will be read through. The advertiser who uses unfamiliar words, peculiar forms or unusual arrangements will find that his ad-

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vertisement carries little weight. It is not readily perceived or easily remembered. Yet these are the two points of greatest concern to him.

The writer of an advertisement should be very careful that the idea which he wishes to impress upon his readers is one which is not subordinate to another advertising motive. For example, suppose that the article to be advertised is a certain kind of suspenders. A picture of a man putting on a pair is used in the advertisement. The utmost care must be taken that the expression on the face of the man is one of pleasure and comfort, for if by a single misdrawn line the expression is made otherwise it will ruin the effect of the real motive and produce a feeling that the suspenders are not so satisfactory after all. Thus the effect of good "copy" is lost and the advertising amounts to nothing.

Summing up the general construction of an advertisement the writer would say that its effectiveness is dependent upon four concrete principles:

First. *The Power to Impress Reliability.*

Second. *The Power to Create Authority.*

Third. *The Ability to Repeat from Year to Year.*

Fourth. *The Ability to Impress by Suggestion.*

These four things lead up to the final purpose of all advertising which is "to buy and take home."

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THE POWER TO IMPRESS RELIABILITY. An advertisement should be written in such manner that it will impress on the mind of the reader the idea of reliability. This is a very important point in this age of fake concerns and fake advertisements. As an example, John Wanamaker's advertisements are always considered *reliable.* When prices are quoted by him it is taken for granted that value and quality will be received for the price stated. The reputation of a store is made in this way, and as soon as the reading public learns that what is said in the advertising of a certain place of business is reliable, the advertisements will be read with greater care. Therefore, to establish a reputation for reliability is an essential policy for any store to pursue.

THE POWER TO CREATE AUTHORITY. When a firm has once established a reputation for reliability and has gained the confidence of its customers, it will be accepted as an authority. Manufacturing concerns, in their advertising, will often include the sentence "Wanamaker's recommend this to their customers." To those who know the Wanamaker stores (and to those as well who do not) these words suggest reliability of authority. Publishers, in advertising a book, will first give a copy to some prominent man, get an expression from him concerning it and then use a phrase from it in

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their advertising, such as "Mr. Roosevelt says this is an uncommonly fine book," or some similar expression. This gives a man of reputation as authority and also establishes reliability, for the man quoted is usually an authority on the value of the book in question and knows a great deal more about the subject than the average man or woman.

THE ABILITY TO REPEAT AN ADVERTISEMENT. This is one of the most important points in successful advertising. Select a trademark and place it on every piece of advertising matter put out by the concern. By continuous use and repetition it will become well known and will stand for reliability and authority. It has been said that George Mennen's face has been run in advertisements several million times. It is on the product itself, on every advertisement, on circulars and, in fact, it is on everything that pertains to Mennen's Talcum Powder. An advertised name takes a certain value after a length of time and is a most valuable asset to a concern. In like manner the negro "chef" used by the Cream of Wheat Cereal Company in all their advertisements stands for Cream of Wheat. "Look for the Spear" stands for Wrigley's spearmint gum, etc.

Establish a reputation for making or selling some special line of goods. Hammer this fact home in all your advertising. Your reputation once

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made, your advertisements will be read with greater care. Another angle of this third form is the constant repetition of an advertisement in some certain advertising medium, usually the daily paper. The usual rate for space in the metropolitan dailies is about twenty cents per agate line. If a merchant, or manufacturer, figures that he wants to spend two hundred and fifty dollars advertising a certain article, it would produce far better results to take a hundred lines, at twenty dollars an insertion, and run it for twelve consecutive issues than to run one insertion in twelve different papers. By this method the advertising fire is concentrated on the readers of the one paper and good results are usually forthcoming. The other way the fire would be scattered and would have little or no effect at all. If a reader sees an advertisement several consecutive times he is more than likely to come to the conclusion that the advertised article must have some merit, else it would not be advertised with such regularity. If the "copy" is well written and convincing he is invariably brought to the conclusion that he ought to buy. For instance, if the article advertised is a safety razor and a certain brand is given great publicity and the advertisements are repeated often, the reader will have this certain brand fixed in his mind. When the time comes that he needs a safety razor he will buy the brand with which he is familiar.

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Repetition in advertising is very important. The success or failure of an article to be advertised oftimes depends entirely upon it.

THE ABILITY TO IMPRESS BY SUGGESTION. This, the last of the four principles on which effective advertising is based, is a combination of the other three. Suggestion, in this case, means "taking for granted,"—in other words, it is the means by which a customer is brought to a decision to buy without referring directly to the quality or benefits of the goods advertised. The buyer is allowed to think that he has figured it out himself,—that it was his own original idea. A simple illustration of the writer's meaning would be a picture of two men walking down the street in a blinding snow storm,—one with a big fur overcoat on and the other without any overcoat at all, the caption underneath the picture being "Johnson's for Overcoats." The first thought of the reader would be one of sympathy for the poor fellow without a coat. The next thought would be, "What a fine-looking coat on the other man!" The contrast would be great, of course. The whole picture would make an impression on his mind and create an image which would last. Soon the thought would strike him that perhaps he, the reader, would look well in just such a coat, or perhaps he would call to mind that his own coat was getting old and that he needed another

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one. This kind of advertising is very catchy and clever. It may be used with good results in many different ways.

Illustrative comparisons are often a great deal better than a long talk about the merits of an article. The public today will not read a long drawn-out advertisement. Readers, especially busy men, figure that it is a waste of time. They want things said in the least possible number of words. As a rule, a merchant does not want to listen to a lengthy argument from a salesman. It is the same in advertising. Therefore make it short and to the point.

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CHAPTER III.

What an Advertiser Should Know About Printing.

THE advertiser should have a fair knowledge of the printing business in order to be able to prepare his "copy" in an intelligent form and also to his own best advantage. The usual tendency in "copy-writing" is to write too much for the space the material is to occupy. The advertiser should be able to understand the placing of his "cuts" to the best advantage, the selection of the type to be used, etc. Upon this depends the physical appearance of his advertisement. The advertiser should know how some of the most important devices are made and he will find it to his advantage to keep the following definitions in mind:

HALF-TONE engraving is the process of reproducing photographs, wash-drawings and illustrations on metal plates for use in printing. These plates are produced by photographing the design through a screen or glass upon which is drawn a series of lines crossing each other at right angles. If these lines are numerous and close together, say

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a hundred and fifty or a hundred and seventy-five to the inch, the half-tone is said to be of fine screen. If the lines are few and far apart the half-tone is said to be of coarse screen. The negatives are then printed on a copper plate and the plate is etched in a bath of acid. The plates are then trimmed and mounted on wooden blocks and are ready for printing. It is important, in making a half-tone, that the copy should be as sharp and distinct and as free from defects as is possible.

COLOR PLATES are produced in half-tone by what is known as the three color process. For these three separate plates are made for printing with yellow, red and blue respectively. These are made by photographing through colored glass, known as a filter, which excludes all rays of light except that of the desired color.

ZINC ETCHINGS are produced in a manner similar to half-tones except that no screen is used. They cost considerably less than half-tones.

WOOD-CUTS are engravings made on wood and are often used in illustrating machinery, etc., where an especial sharpness of outline is desired.

ELECTROTYPES are not engravings but are duplicate metal copies of half-tones, zinc etchings or wood-cuts. Electrotypes are more durable than the original engravings. They are generally used for "large edition" printing, and are especially useful

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when it is desirable to duplicate the same copy many times.

STEELTYPES are similar to electros. A deposit of steel is first made on the face of the mold, thus making the printing surface hard and giving greater wearing qualities and sharpness. They are also stronger and color inks have no effects against them as against electrotypes.

PREPARING "COPY." By "copy" is understood such matter, usually manuscript, reading matter or cuts, as are to form the substance of the circular or advertisement. It is customary for the advertiser to draw roughly the general idea and to put the matter in typewriting. This insures him against mis-spelled words, etc. On the outline "copy," or roughly drawn sketch, space for the cuts must be allowed and the size indicated. If the advertiser is not well up on writing and preparing "copy," it is well for him to write his matter, tell the printer about how and where he wants his cuts placed, and leave it entirely up to him. When the proof is returned the advertiser can make any change he desires, but he then has it in concrete form and can tell whether it suits him or not. This he can not do when the matter is in skeleton form. In getting up a circular—say a four-page one—it is policy for the advertiser to get up a dummy, that is, to fold up a piece of paper about the size of the proposed circular,

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and then fill in the material. This serves as a guide to the printer as well as to the "copy-man." In preparing the circular, as has been said before, the language used should be of the simplest that the subject will bear, and such as will be readily understood by every person who reads it. In a circular distribution the advertiser can never tell where it is going. It should be free from extravagant claims for superiority, etc., but should consist of the fewest possible words needed to tell the story. The following marks are in universal use for correcting "copy," or for proof reading.

X Change bad letter.
⊥ Push down space.
9 Turn over.
Take out.
Λ Left out; insert.
Insert space.
✓ Even spacing.
⌣ Less space.
⊂⊃ Close up entirely.
⊙ Period.
'/ Comma.
⊙ Colon.
;/ Semicolon.
Apostrophe.
Quotations.
Hyphen.
/// Straighten lines.
⊏ Move over.
¶—Paragraph.
No ¶—No paragraph.
w. f.—Wrong font.
....—Let it stand.
tr—Transpose.
Caps—Capital letters.
s c—Small caps.
l. c.—Lower small letters.
Ital.—Italics.
Rom.—Roman.

When a proof contains a number of errors, draw a line from each mark in type to a corresponding mark in the margin. The advertiser should read all proof sheets carefully, especially for names, addresses, technical terms and grammatical construction. Very often when a proof is not read care-

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fully errors will be overlooked, and once a final proof is returned these can not be changed. Always return the original copy with the proof, and mark "O.K." or "O.K." with corrections as the case may be. The printer insists that his proof be read by an authorized party. So it is necessary to "O.K." the proof and sign your initials that he may know that the proof has been read by the proper person, and that he has the authority to go ahead. It is sometimes policy for the advertiser to request a proof after the corrections have been made. If this is desired it can be noted on the corrected proof sheet. *Never send verbal directions by messenger.* Always put instructions on the proof sheet.

TYPE is measured up and down and not by width. When reference is made to type sizes, each size is designated according to points. One inch of type space, measured up and down, contains seventy-two points. This is the accepted number of points of one inch of type space. By dividing this number by the size of any type in points, the number of lines of that type which can be set, solid, in one inch can be determined. For instance, by dividing seventy-two by twelve we find that six lines of twelve point type can be set solid in an inch. The terms "condensed" and "extended" are used to indicate the width of the type face. For spacing between lines, strips of metal, known as "leads" are used. They vary in

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thickness from one to three points. When type is set without the use of "leads" it is said to be set "solid." When "leads" are used it is "leaded." When type is leaded it usually means an opening of two points between type lines. Thus a ten-point type, "leaded," will occupy the space of a twelve-point type set solid. All type foundries now cast their type in conformity to the "point" system of measurement. The sizes of type by name and their designation by points are as follows:

Agate	Thomas	5½	point
Nonpareil	Thomas	6	"
Minion	Thomas	7	"
Brevier	Thomas	8	"
Bourgeois	Thomas	9	"
Long Primer	Thomas	10	"
Small Pica	Thomas	11	"
Pica	Thomas	12	"
English	Thomas	14	"
Great Primer	Thomas	18	"

COVER STOCK paper is made in various sizes and is sold by the ream. The usual count is five hundred sheets to the ream. As the name indicates, cover paper is used for making catalog covers, booklets, and many other forms of advertising printed matter. It can be obtained in all grades, tints, colors and blends, and in rough or smooth finish. Different kinds of paper stock are given designating names by

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the manufacturer, and in specifying either kind of stock it is well to name a brand as a standard of quality to be used, also the size of the sheet, weight to the ream, the finish and color.

WOVE FINISH paper is practically unfinished. It has an antique appearance.

LAID FINISH is different in that wires have been pressed against it as it passed under the rollers.

MACHINE FINISH is a smoother paper than antique, having been passed through calendering rolls which are heated with steam. S. & C. paper is that which has been both sized and calendered. Sizing is the process of applying a resinous substance to the surface of the paper which makes it impervious to ink. S. & S. C. paper is that which has been sized and super-calendered to give it a higher and more glossy finish.

ENAMEL FINISH is a paper which has been coated with China clay and glue, completely filling the pores and coating the surface.

ANTIQUE or DULL FINISH paper is the same, except that it has been ironed or calendered so as to give it a dull or soft, uneven surface.

CAMEO FINISH paper is that which has been enameled but not finished.

EGG-SHELL is a name applied to paper which has been roughened in a particular manner to resemble an egg-shell.

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ESTIMATING the quantity of paper it will take for a "job" is an important thing for the advertiser to fully understand. It will save him a good many dollars in the course of time. To illustrate how to estimate the quantity of paper it will take for a "job" we will take the following example:

Suppose that we want to make a thousand booklets, sixteen pages, to be four by five and a half inches in size. The question to be determined is what sized sheet of paper stock we can use to the best advantage.

In the first place we take the number of pages of the booklet and get a multiple of the size of the trimmed page that will produce this number. For example: By grouping four pages one way and four pages the other way, making four rows of four pages, we find that we will need a sheet sixteen by twenty-two inches. Type forms are always made up in multiples of four, and paper comes in certain stock sizes. In the case of the above booklet the printer would multiply the width and the length of the desired page by four, and would then see what stock size of paper his booklet would come out of with the least waste. In the above example each sheet, sixteen by twenty-two, will make two booklets, for the reason that we are printing on both sides of the sheet. Therefore in making a thousand booklets we would need five hundred sheets or one ream of

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paper, sixteen by twenty-two, or one fourth ream stock size thirty-two by forty-four. It is customary, in estimating the amount of paper to add an additional five per cent for waste in printing. The customary stock sizes of paper are as follows:

17 x 22
19 x 25
25 x 38
30½ x 41
32 x 44

It is important for the man who advertises to understand the fundamental rules of the printing business, for to be able to write good "copy" and to make a good "lay-out" it is necessary for him to be partly a printer. The advertising man is very often called upon to estimate a "job," and unless he understands the printing business, in a small way at any rate, he cannot do it. It is the old theory of a man making himself familiar with the kindred lines of business upon which his own occupation is founded. A man can never know too much about any one line of business.

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CHAPTER IV.

Advertising Mediums.

THE term "medium" may be construed to mean the method employed by the advertiser to call attention to his goods. It may mean electric sign or bill-board advertising, but in a more restricted sense the term means newspapers and magazines. These have several subdivisions. There are the trade journals, weekly publications, religious pamphlets and the standard magazines.

The first big problem which confronts the advertiser when on the point of starting a campaign of advertising is the selection of his medium. Whether to use space in the daily newspaper or in a magazine is the question and it really does not seem as if it ought to be hard to decide. But it is. The newspaper lasts only for one day. It is usually read in a hurry. The magazine lasts for thirty days or more and is read more carefully. Both these mediums may be used in connection with each other, however, to good advantage. The points in favor of magazine advertising are easily seen. The quality of paper used is of a higher grade and better cuts can be ob-

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tained than in a newspaper. The circulation of a magazine is national while the newspaper, usually, is circulated only in the state in which it is printed. More time can be taken in preparing "copy" for a newspaper advertisement for it will be accepted a very short time before going to press. A magazine requires "copy" to be in about two weeks before publication and space must be reserved a month or so in advance.

Simmering down the selection of a medium, we must realize that the character of the goods to be advertised has to be taken into careful consideration. It would not do to advertise dress goods in a hardware journal, would it? If the advertising appropriation is limited it would be advisable to confine the advertising to one certain locality or city and "follow-up" with greater regularity than to take in a larger territory.

The condition of trade ofttimes influences the advertiser in the choice of mediums. If a certain territory is not yielding enough business, it is necessary to put concentrated advertising into effect in that territory for a given time. In selecting which newspaper to use he must determine its character. By its character we mean the kind of people who read it. This applies to magazines and periodicals as well. In every city there are papers which are read by the better class of business people and wage earn-

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ers and those which are read by the common laborer and the less educated. These are the more sensational papers. It would not do to advertise an article which appeals to the laboring man and the less educated class in the more dignified sheet. The readers would pay no attention to it. On the other hand the readers of the sensational sheet would probably read it with care. This rule works both ways.

There has been a great deal of discussion as to the advisability of using the morning or the evening edition of a paper. No set rule can be laid down whereby one should be excluded for the other. Local conditions would govern the matter. The morning editions are usually read and thrown away while going downtown to work while the evening editions are carried home and are read by the entire family. Certain papers have a reputation for being especially good mediums for certain lines of goods. All these points must be taken into consideration in selecting a medium.

In New York City, the Times is considered an especially good medium by the publishers of books. A supplement is issued on Sunday which is entirely devoted to books. Literary people have come to know this. So they buy the paper especially for the book news. The New York Herald and the Times appeal to the intelligent wage earner and business man. The World appeals to the less educated class

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and to the laboring man. The Sun and the Post appeal to bankers and financial people, the Sun having a special evening Financial Edition. The Telegram appeals to the theatrical profession and the sporting fraternity.

The manufacturer or advertiser can usually get a line on the best paper to use by asking the opinions of his customers in the city in question. The paper with the largest circulation is not always the best medium for his particular purpose. A "large circulation" statement acts as a "bait" to many, but for this very reason many dollars' worth of advertising is wasted. The writer does not mean to say that this is always the case. A large circulation is a big asset to the advertiser if the medium is one that will bring him results. But if the paper with the large circulation reaches readers who can do the advertiser no good the money is wasted.

The selection of a medium among the trade journals is comparatively easy as compared with the newspapers and magazines. In the trade journals an advertiser can be sure of reaching the people who are directly interested, provided his article has an appeal to the people in this particular trade. A review or an article on some special product in a trade journal is an effective form of advertising and one which can be handled by the advertiser very easily. He can either write these articles himself or send

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the product, free, to the journal and allow the editor to write his opinion of it. Such reviews or notices carry a great deal of weight with the readers of the trade journals and the editors are always on the lookout for articles which are of interest to their readers. An advertisement in a trade journal is really looked upon as the latest information regarding the happenings in a particular trade. It is read not so much as an advertisement as a news item. These articles, or advertisements, are read in a careful manner by the subscribers and that, usually, is about all an advertiser can hope for. Convincing "copy" in the trade journals will produce results. The space rates are much less than in the standard magazines for the reason that their circulation is not so large. They can not demand big rates. A great many advertisers still cherish the foolish idea of "large circulation, large returns." It is not uncommon to see an advertisement for boilers, or some technical product, in a national magazine, costing eight or nine thousand dollars a page, when this same advertiser would scorn the use of the trade journal at forty dollars a page. The latter would do him a great many times more good. It would reach the very people he is trying to get at and would reach them in a journal which they read religiously. The writer is not making a plea for the trade journals. But he knows from experience that they are

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worthy mediums and that they should be carefuly considered by the advertiser in planning a campaign.

Many newspapers and magazines offer a reduction in rates if the advertiser will agree to use so much space for a given period of time. In the newspapers the saving is about two cents per agate line. If the paper is one which the advertiser knows and uses often it is a good plan to take advantage of this offer. On the other hand if the advertiser is not acquainted with the medium it would be bad policy to agree to take so much space. He does not know whether the medium can get results for him in his own particular line. This is another form of "bait." If the advertiser can get a short-term contract with a proviso which will allow him to take advantage of any new turn in his trade, the scheme would be advisable, especially if the advertising appropriation is limited.

This touches upon the ever-present question of "cut rates." The advertiser must guard against being induced to use certain mediums simply because they are a little cheaper than others. The money would, in all probability, be absolutely wasted. There are a great many ways in which an advertiser may be "taken in" and as an illustration of this the writer would like to relate a personal experience. A man came into his office one day and showed him a financial journal with a column write-up on sev-

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eral big firms in the city. He said that he would like to get some data regarding the writer's concern. It looked as though it would be good advertising to have the write-up so the desired information was cheerfully given. About a week later the man came again and wanted to know how many copies of the journal we would like to buy for our own use. He immediately began to talk in quantities of a thousand or more. The write-up was really good but our firm could not think of buying a thousand copies of the journal. We took fifty copies, more to gratify the man than for any use we could make of them. Shortly afterward we learned that it was a fake journal. It had no circulation whatever. It simply existed on what copies could be sold in the above manner. This story is told for the benefit of those who are new in the advertising profession, for it is a very common occurrence. However, the office of the advertising agency is gradually doing away with such practices nowadays.

Every national advertiser should study carefully the distribution of his medium as to territory. It very often happens that in one city his medium may have a large circulation while in another city it may be entirely outclassed by some other of the same character.

After the advertiser has decided upon the medium he is going to use he must figure out how much

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money he wants to spend and then determine what space and how much is to be taken. The problem which confronts him at this stage is whether he shall have a small space and run it every day or take a larger space and run it less often. In solving this problem it is necessary to take into consideration the nature of the article or project to be advertised. If it is a "removal sale" or a "big reduction sale" or something of this order, it would seem advisable to use the larger space. If the article to be advertised is of lasting value, or something good for every day in the year, it would be better to use the smaller space and run it oftener. The amount to be expended will usually determine this point. When a small amount is at hand it is always best to use the smaller space, while if the appropriation is large it is policy to take a larger space. By the alternating use of a large space one day and a small space the next, good results are obtained.

The choice of position is the next important step. If the advertised article is one which appeals to the sporting element, it is best to have the advertisement appear on the sporting sheet of the paper. A banker's advertisement should appear on the financial page, and so it is with other things. The amount of the appropriation will also solve this problem, for different positions carry different rates.

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An advertisement surrounded by reading matter is, naturally, much more valuable than one in any other position and carries a higher rate. In the magazines the front and back covers and the inside front and back covers are the most desirable and carry the highest rates.

The advertiser in planning a campaign should first decide upon the mediums he is going to use. He should then get the rate cards of each and sit down and figure out just how much space he intends to use, the number of insertions, and the position he wants. In advertising, the thing which solves all problems is—"How much money have I to spend?" Let the advertiser always keep this in mind, and after he has a knowledge of how to proceed in selecting a medium from the many offered, the rest will be easy.

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CHAPTER V.

Form Letters, Circular Distribution, Etc.

OF all the circular matter and like advertising sent out, how much do you suppose is really wasted? There is no way of determining exactly, but it is safe to say that the amount is enormous. This waste, it seems, can hardly be avoided. Yet several manufacturing firms have adopted a method of checking up the circulars they send out. They, theoretically, charge the dealer with so much advertising matter and follow it up at different intervals with letters. The first letter asks if the advertising matter has been received and if it has been sent out. The second inquires whether any results have been obtained from its distribution, and so on in other letters. In this manner the manufacturer can get some idea as to whether his advertising matter is being used and whether it is getting results or not. If he finds that the advertising is being wasted, as is so often the case, he can discontinue sending it and can perhaps place it where it will do more good.

Advertising by means of circulars is very bene-

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ficial and is one of the greatest auxiliaries in a national campaign. In order to obtain the best results it is advisable for the advertiser to send out his circulars direct rather than to let the merchant do it. The merchant is flooded with requests. He cannot do it for all. So he is forced to be discriminating. The advertiser, on the other hand, may purchase the Elite Directories of the different large cities, thus getting the names and addresses of the most prominent people, and can solicit business direct either for himself or for the retailer.

The mistake made by a great many advertisers is in making a cheap circular. These are invariably thrown away. The larger retail stores, department stores for instance, receive tons of advertising matter, and unless the physical appearance of the circular is attractive it is never used. Therefore if the advertised article is a fine brand of toilet soap, or any other high-grade article, it would never do to send out anything but a circular in which a fine quality of paper is used and the style of which is attractive. It is very beneficial to the advertiser to supply the retailer with imprinted circulars to be inclosed in packages, etc. This is an inexpensive form of distribution and assures the advertiser that he is reaching people who are interested in his line of goods.

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A great many times the retailer will assist the advertiser in his circular campaign by lending him his personally compiled mailing list of the customers of his store. This list will also assure the advertiser that his circular will reach a number of people who are interested. The distribution of circular matter must be studied in a manner similar to that of selecting an advertising medium. First decide how many circulars are to be sent out. Then set about to get a mailing list of the right people to be reached. There are firms which make a business of selling mailing lists which they guarantee to reach a certain class of people.

It is a good plan for the manufacturer to enclose a circular in the package of his products. Some circulars are made to cover all the articles in a firm's line and should be enclosed in every package the firm puts on the market. The office of the circular in an advertising campaign is very important. It can be made to bring big results if properly handled. But it takes more personal attention as to the details arising from it than any other form of advertising, hence the reason for so many failures in getting good results.

A great many firms employ what is termed a "publicity man," whose work it is to look after circular campaigns and the follow-up correspondence. The latter is just as important as the original cir-

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cular distribution and must be well taken care of in order to get the best results. In compiling a mailing list, the advertiser can use the roster of different big clubs and the latest edition of "Who's Who," both of which assure him of reaching an educated and intelligent class of people.

In sending circulars to the retailer the advertiser must remember that unless he can show the merchant where he can make money by the distribution of his circulars they will not be sent out. He must always bear in mind that advertising matter which is unsolicited by the dealer is wasted. It is not wanted and no attention will be paid to it. Here again, as stated before, if the advertiser wants to interest the retail merchant, he should not send him circulars printed on the poorest material, show cards which advertise nothing but printers' ink, and other advertising aids which the sender thinks are cheap simply because they cost little. The dealer can generally estimate them for about what they are worth and will throw them away. For this reason it is advisable for the advertiser, in starting a circular campaign, to write the retail trade first and ask how many circulars they can use to advantage. For the price of a two-cent stamp many dollars' worth of advertising matter may be saved. To serve as an illustration, the writer will relate an experience which happened to him a short time ago.

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We were preparing a seal advertising one of our products. It was to have been used in sticking on correspondence, etc. We were getting together a list of firms which we thought would use this seal and calculating the quantities they would probably want. Two firms in question were in our city. One we thought would want five hundred and the other about five thousand. By chance the writer called these firms on the 'phone to ascertain whether these quantities would be satisfactory before ordering the seals from the printer. The firm we thought would want five hundred wanted a thousand, and the firm we thought would want five thousand did not want any at all and could not use them. The buyer for the latter firm said that he had just refused a similar request from another house and in order not to show partiality would have to refuse us also. This goes to show that if we had sent out these seals, unsolicited, they would have been thrown away and entirely wasted. Thus we saved about fifteen dollars in this one instance. If such happenings occur very often the sum lost is astonishing.

It is exactly the same with sending out circulars. A manufacturer does not seem to realize that *his* advertising matter is only one bunch out of perhaps several thousand; that a dealer cannot use all that is sent to him and is forced to be discriminating in

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his choice. In order to prevent as much of this waste as is possible the advertiser should write the retailer and find out whether he will use his advertising matter, and if he will, how much he will require. Circulars distributed with the dealer's imprint are equal in value to a window display in that they also carry the local dealer's guarantee to the readers.

In preparing a circular the advertiser can go into a more detailed description of his product provided he places a catchy phrase, which is designed to attract the eye of the reader, at the heading of his circular. Once the interest of the reader is aroused, the circular is usually read completely, but the first glance at the heading will tell the reader whether the advertised article is of interest to him or not.

Again, it is a hard thing for an advertiser to determine whether a circular campaign is profitable or not. It often happens that the consumers take the circular to their local dealer and there purchase the article and the manufacturer never hears of the purchase. The advertiser has no way of telling in how many instances this is the case and what few returns he does receive direct lead him to believe that the distribution has been a failure. However, it is an accepted fact among advertisers that the distribution of circulars is one of the greatest sup-

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plementary aids in a national campaign, and if the indirect results were known, as are the direct results, the distribution will be found to have been successful.

Another big aid in an advertising campaign is the Form Letter. Its style is similar to that of the circular only it has a more personal appeal. The body of the letter can be very much like that of a circular only it should be addressed personally to the person to whom it is sent. A man will usually read a letter addressed in this manner, and if it is cleverly conceived and written he will have read it through before he realizes that it is an advertisement. This form of advertising is very effective when sent to retailers but is not generally used in large distributions owing to its increased cost over that of the circular. The form letter is used with good effect by a sales-manager in acquainting his salesmen and agents with the news of the different happenings in the trade. Manufacturers have mailing lists of their retail customers and their clerks. To these, form letters are sent at different intervals. Such letters usually consist of "ginger talks" or interesting information regarding the advertiser's products. If a decrease or an increase in the market occurs, the trade is notified by a form letter, or in this case it might be termed a bulletin. Form letters can be printed on the multigraph or

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mimeograph at a very small cost over the actual value of the letter heads, and it is very hard to distinguish the finished letter from a regular typewritten one.

A form letter campaign is often followed by requests from the recipients for further information regarding the advertised article. In such cases it is best to answer the requests with a personal letter, accompanied by a descriptive circular. At this point it would seem wise that an order blank be attached to the circular. If the circular is four pages, let the back page be made into an order form. Thus the matter of ordering an article is simplified. The customer has only to fill out a printed form and mail it back to the advertiser. This saves writing a letter and very often means an order, while if the customer had to write a letter to order the article he would perhaps pass it up.

Order blanks in the form of a private mailing card are productive of good results. These can be used in connection with a form letter or a circular campaign. The two combined tell the whole story. The circular or form letter describes the article and the order form solicits the order. The more simple it is for a person to buy an article the more likely he is to buy. If he must go through a long rigmarole in order to get an article it is more than likely that he will not take the time. This applies

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to the busy man who says "I could use it if I had it," and not the man who is really interested and wants the article. The latter would get it if it took a year.

In advertising by circular or form letter, the publicity man must keep what is termed a "follow-up" file. In this file he should note everything pertaining to his distribution as a key to his follow-up correspondence. The writer once put on a combined circular and form letter campaign for an article appealing to the automobile dealers and kindred trades. The first step was to prepare a good descriptive circular of the article and then a form letter, written so as to show that if the article was adopted it would prove of great benefit. These were sent out to a selected list of automobile people. The list was preserved so that as answers came in the names were checked off. To those who had not answered within a reasonable length of time another letter was sent. The answers received consisted principally of requests for more detailed information regarding the advertised article and for prices in quantities, etc. All correspondence in connection with this campaign was filed separately from the regular correspondence. The publicity man had the results of the campaign always at hand. He could handle the details intelligently and without a great deal of extra work.

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In all concerns requests for prices, circulars, catalogues, etc., come in with every mail and it is policy for the publicity man to transcribe these names and addresses to a card index, filing them under the heading of the different articles or product of interest. These addresses are good for future use and when a circular distribution is to be made, it is policy to include these names in with the regular mailing list, for the advertiser already knows that these people are interested in his product. In a circular or form letter campaign it is necessary for the advertiser to be systematic. He should keep a record of every little happening. Otherwise he will soon lose control of the situation and the efficiency of the entire distribution will be affected. One man should handle such a distribution and be held responsible for it.

System should be the middle name of every advertiser. Without it he will be lost and will be swamped with the minor details. It is absolutely necessary to have some particular system for follow-up correspondence. A great many firms use what is known as the "tickler" system and find it very successful. They have what is called a "tickler" file, and when a letter comes in on the tenth and has to be answered on the twentieth, the date is noted on the "tickler" memo. The original is filed with the letter and the duplicate filed under

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dates in the "tickler" file. The letter will then come up automatically on the desired date and can be answered, for it is the stenographer's duty to open her "tickler" file the first thing in the morning and get the letters to be answered out of the regular file. There are other systems in use but this seems to be the easiest as well as the most efficient.

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CHAPTER VI.

Premiums, the Retail Merchant and His Clerks.

HOW important it is for the manufacturer to watch every step in the distribution of his goods is seen in the failure of some firms to reach the consumer effectively even after they have gained his interest. The offering of premiums is a method which cannot be overlooked, for in this manner the interest of the whole store or family is enlisted. It is an excellent plan for the manufacturer to include a premium certificate in the package of his product. These certificates, if saved, are good for premiums such as household articles, etc. The American Family Soap Company pursues this practice and finds good results forthcoming. In every package of soap is a certificate. These are good for premiums if saved.

Newspapers very often take advantage of the premium plan of advertising to increase their circulations, and it is found to be very effective. Trading stamps are given out by certain stores and are redeemable in premiums. As an incentive

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to buy certain brands of goods the interest of everyone in the family is gained. The youngster wants a new sled, the mother wants a new piece of furniture and the father wants a new pipe. All are saving certificates given with different products to get these articles. In such cases, and they are numerous, it would be considered a sin not to buy goods with which a premium was given. My own good wife, for instance, will hardly allow me to buy a cigar outside of the United Cigar Stores. She is saving certificates to get some sort of a premium. The premium scheme surely does work out in a satisfactory manner and certainly is good advertising for the manufacturer. A retailer may use the premium plan of advertising with good results, and on a very much smaller scale than that of the manufacturer. He can offer a premium with every one, five, ten or twenty dollar purchase and have only a small number of premiums from which to select, or he can pursue the certificate plan.

Cash registers are so made nowadays that with every purchase the customer gets a numbered receipt. The one holding the lucky number on Saturday night gets a premium. This is a good retail premium scheme. Such plans produce good results during the Christmas holidays. The manufacturer can use the premium plan of advertising very effectively in connection with the retail mer-

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chant. If the retailer buys a gross of an article he gets a dozen of the same article free, etc.

This really amounts to the same thing as an extra discount only that it is put up to the dealer in a different light. Some manufacturing concerns dislike to go on record as giving an extra discount in order to get business, so the premium plan with the retailer accomplishes the same purpose. Newspapers, in increasing their circulation, sometimes offer a book or a set of books free with every new subscription. Voting contests are held by the newspapers and the winner is offered an extensive trip of some sort.

All of these methods are styles of advertising and have proved very successful in that they arouse the interest of the prospective customer in the advertised article. Let the buyer, whether he be a retail merchant or the ultimate consumer, think that he is getting something for nothing and the sale is virtually made. It is human nature. We can't get away from it. Look through the advertising columns of any of our standard magazines and notice how many different advertisements read, "Send us ten cents to cover postage and we will send you FREE such and such an article." The very fact that the magic word *free* is there in black and white is what makes the average American reader answer advertisements.

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In the olden days a great many advertisements were fakes, pure and simple, but today the reputable magazines reject any that are misleading. There are national laws now which cover this point. Manufacturing concerns which are legitimate may use this form of advertisement, sell a sample package of their product for ten cents and give away free a handsome illustrated booklet. This booklet is really an illustrated circular for their product and is so worded that the sale of a larger package of the product is solicited. From this sort of an advertisement the names and addresses of people who are interested are learned, and if for no other reason this style pays. This kind of advertising is used largely by patent medicine companies, but is successful in other lines of business.

A firm can work off a "job-lot," or a remainder, by means of the premium form of advertising, and produce good results. In putting on a campaign of this kind the advertiser cannot afford to overlook the clerks in the retail store. Give them some incentive for pushing your line of goods. Results will be forthcoming. The manufacturer may go to the retail merchant with an attractive price on a certain article and allow him to pay his clerks a commission on each article sold. The general term applied to the tipping of clerks is called "offering

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a PM." If the manufacturer pays the PM, the record of sales is kept by the merchant and turned in at stated intervals.

Drug stores frequently offer the clerks a commission of three or five per cent on every sale of the store's own brand of products. This is also a favorite scheme of the grocer for marketing breakfast foods, etc. If a store has an overstock on some certain article the plan of offering PMs to the clerks is a good means of reducing the quantity, and a great many stores use this method to stimulate business during dull periods, while others use it only in connection with demonstrations in the store by experts. Demonstrating firms think that by thus gaining the clerks' co-operation the attention of the customers will be brought to their products, and this is usually the case. It illustrates the psychology of the "clerk tipping system" of advertising.

The demonstration form of advertising is beneficial to the retailer and is pursued by a great many manufacturers. Window demonstrations, as well as those held in the store, are the forms in general use. By having a demonstration in the window of a store great crowds are attracted and their attention gained, which is the primary object of every advertising scheme. Hardware specialties are advertised in this way a great deal, but it is a form which can

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be and is used with good results in many different lines of business.

Coming back to the subject of "clerk tipping," the writer would say that the great danger in this method is that it becomes more and more expensive. Each company tries to win the good will of each clerk by offering him a little larger tip than his competitor, the result being that no one gains anything. In time the clerks' commission amounts to more than the manufacturer can afford to pay. It then becomes a great temptation for the manufacturer to lower the quality of his goods to make up the additional cost of marketing.

The large and wealthy firm can advertise in such a manner that the retailer will practically be forced into handling its products. If an article is repeatedly called for by his customers the retailer will ask himself whether he is not missing something, and in all probability will order a small quantity of the advertised article from his jobber in case of further demand. It is a great detriment to a retail store to repeatedly tell its customers that they are out of an article or that they never had it. A merchant does not want his customers to think that he is not up-to-date or that he is not handling a popular brand of goods. The merchant and his clerks must be regarded by the manufacturer as a part of his sales organization and treated accordingly.

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The retailer is of peculiar make-up. He represents the goal to be reached by every manufacturer in the land and it is no wonder that he does not enthuse over a new line of products. He is not willing to buy a line that he can just as well get along without. On the other hand he is in business to make money, and if a manufacturer can show him where he will profit by handling certain goods he will place them in stock. There is such a great over-production in every line of business today that the retail merchant is forced to be discriminating in order to protect himself.

Many manufacturers make the great mistake of shaving the retailers' profits. Yet they still expect him to enthuse over their line. He is human and will enthuse over the goods only which he can sell at a fair profit. Given a good profit to work on he will co-operate with the manufacturer by advertising locally, and will commission his clerks to push his brand of goods. In other words, the maufacturer should make the retailer his salesman. He should give him every advantage, so that he can make good, just the same as he does with his traveling-men. By this is not meant that the manufacturer should finance the business for the retailer. But he should give him all the aid that he can in an advertising way. Give him, first of all a living profit. The running expenses of the average retail

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store are high and the merchant cannot pay his bills if he has to spend all his income for the other expenses. Keep him posted as to the different happenings in the trade. Give him advantage of a little turn in the market whereby he can save a few cents on an article.

Advertising through the retail merchant is one of the most valuable mediums the advertiser has at hand and it is one which can produce lasting results at a nominal cost. The writer gave a large retail firm a flat rate on a certain article just to prove that the above assertion was true. The merchant was not held up for a big quantity to get this flat rate but could buy this certain article as he wanted it and still get the low rate. As an appreciation of this special rate the retailer gave all the goods a prominent place in his store and the writer knows positively that he instructed all his clerks to push the whole line. This was certainly getting good advertising at a low cost and, in addition, the orders resulting from the clerk's pushing our line more than paid us. In this case, also, the clerks were pushing our line without the aid of a "PM" from us. The merchant, however, might have paid the PM himself in view of the flat rate we gave him, but if so, we never heard of it.

A retailer must be taught by the manufacturer to see the advantages to be gained by selling his

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goods. It must be impressed upon his mind that they are reliable. Show him what personal satisfaction he will find in pleasing his customers. His reputation for handling reliable goods will be an asset to him. His clerks will be respected for their ability to dispose of a reliable line of products. The customers will be pleased.

Press these points home in the mind of the merchant and his clerks. Give the merchant a good profit. Make him feel that he is a part of your organization. Help him to sell your products by supplementary advertising. Last of all, *keep your trade mark in his mind.* You will have him, as well as his clerks, enthusiastic over your line. Once this has been accomplished the advertiser will have the greatest of all advertising aids—Enthusiasm—at his disposal.

This end has to be brought about in a gradual manner. It may take some time. Its value, in advertising, is worth any effort on the part of the advertiser. In co-operating with the retail merchant it is a good plan to send him electros of your different products for use in his local advertising. Clothing firms do this. They prepare the "copy" themselves and have it electrotyped, leaving a space at the bottom for the insertion of the merchant's name. A retailer sometimes wants the manufacturer to take advertising in some local project in which

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he is particularly interested. It is always a good plan for the advertiser to co-operate to a reasonable extent. "Scratch my back and I'll scratch yours" is the retailer's motto.

This chapter is not intended to act as a plea for the retail merchant but to impress upon the minds of the advertisers the value of the retailer and his clerks in a national campaign of advertising. It is less costly than any other form of advertising and gives the advertiser something tangible to work upon. So take the retail merchant into your plans for a campaign of advertising. It is an important step towards success.

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CHAPTER VII.

House Organs.

HOUSE organs may be divided into several classes, namely, those which reach the dealer, those which reach the consumer and those which reach branch offices, agents and salesmen. The house organ enables the advertiser to tell his story entire and in detail, to illustrate his product profusely and at the same time give his advertisement the benefit of direct association with the editorial matter. Perhaps the best and most useful style of a house organ, for the advertiser, is the one reaching the retail merchant. Appearing regularly as it does it has, like a calendar, a cumulative effect in influencing the dealer. Going as it does straight to the desk of the business man who is directly interested in the products advertised, it brings the advertisement to the right man at the right time.

In making a house organ the manufacturer must use great care in its preparation. The character of its contents should tend to educate the retailer as well as to entertain him. Points which will lead to greater profits and larger success must be made.

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In order to assure the financial success of their house organs many firms accept outside advertising. But this hardly seems wise. Every outside advertisement detracts from the fundamental purpose and the publication becomes more of a trade journal.

A certain firm with which the writer was connected for a number of years issued a house organ monthly, and it was published more for the benefit of their wholesale department than for the manufacturing end. The firm was a large wholesaling, manufacturing and retailing concern and the house organ was for the benefit of all the departments, the manufacturing department being the smallest of the three. In a case like this it was policy to accept advertising from all manufacturers, for such outside advertising really solicited business for the wholesale department. The fact was prominently displayed that all goods advertised in the house organ were for sale by this firm. This resulted in good business for the wholesale department. One man had entire charge of the house organ. He devoted all his time to keeping up the standard of interest and the trade really looked forward to receiving it. Topics of interest to the trade were discussed and the new products of the month were listed. The object was to make the house organ so indispensable to the dealers that they would keep it

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on file for future reference. Several thousand copies of the house organ were distributed among the firm's retail customers and the December issue, especially, produced big results. This same house organ was sent regularly to the firm's traveling salesmen, and in case inside information was to be given to the salesmen, the matter was run off on a multigraph and enclosed with the house organ. Some firms make their house organs adaptable only for their salesmen and agents but in the above case the one large house organ was made to cover all classes.

In starting a house organ the manufacturer should first see to it that he has an editor who can maintain a certain high standard of reading matter and a man, usually the sales manager, who can combine with the editor in writing snappy, straight-from-the-shoulder business and selling talks. These two items are essential for the success of a house organ. The advertising manager can take care of the advertising in the house organ, but if outside advertisements are accepted it is necessary for a competent man to be in charge of this department. In a large establishment a house organ can be published without any great additional expense simply by dividing the work necessary in publishing it between the different department heads.

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Advertising in house organs is considered by all advertisers to be one of the best mediums at their disposal. They are able to trace big sales as a result of such advertising. The cost of printing a house organ is comparatively small if an edition of ten thousand or more can be used. The postage is the greatest item. The actual cost of printing can be done for a few cents a copy, depending, of course, upon the size and the edition. When the house organ is of small form, great expense can be saved by printing two issues at the same time. The saving in doing this would be in the press work, for the publisher would be able to print a thirty-two or sixty-four page form at one time and could then cut the sheet in two.

Effective advertising is gained by the publisher of a house organ at a very low cost and by means of it the customer can be reached regularly and forcibly. In some house organs columns for "positions wanted" and "help wanted" are often maintained for the interest of certain readers. Funny columns are also inserted as a means of getting the interest of the clerks and other employees around the store. Hints for window arrangements and photographs of different effective displays are given, as well as other advertising tips for the use of the dealer in his local advertising. These are put forth

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so that the house organ becomes an item of great interest to the retail merchant.

If two or more kindred trades are to be reached it would be best to devote a small house organ to each trade rather than to try and make a large one do for all. It is hard to make this kind of reading matter of interest to more than one trade. If this is tried the entire effect of the house organ may be lost and in the end nothing will be gained.

Big results can be obtained in the editorial columns, for while these seem to be unbiased in their line of talk, they are in reality strong selling arguments for the products of the publisher of the house organ.

Some concerns imprint copies of their house organs for use by the retailers. These are given out by the dealers and are productive of good local results. When outside advertising is accepted, copies of the house organ are imprinted for the dealer and sold to them at a nominal cost. In such cases a certain quantity is subscribed for each month. The publisher then knows just how large an edition he has to print. The writer knows of one retail firm which uses fifteen thousand copies of a house organ in the month of December. House organs run along such lines can be made to show a good profit to a concern, but it necessitates making the organ impartial. The trade will not subscribe for it if

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it advertises only the concern's own brand of goods. In this case they think that it ought to be furnished to them free of charge and that they are doing the publisher a favor by distributing it each month. On the other hand, if the house organ is impartial and advertises a great many different brands of goods, the retailers will pay for their subscriptions. They are glad to be able to get such a publication, for it has been proven that good results can be obtained by the distribution of it.

If the house organ is run on an impartial basis the publisher should not take all the choice space for himself but should take his chances with the other advertisers in getting position. Also, it is not policy for the manager to use too much space for his own products lest the dealer get the idea that he is paying to advertise the publisher's line of goods. A firm should use its house organ just the same as it does any other medium. It is not wise to use over one or two full pages in an issue. The impartial house organ may be looked upon as a sort of a trade journal. So many are published on this basis and are so called. So we accept them as such.

Insurance companies issue house organs to their agents for the purpose of giving them the different changes in rates, etc., to give them hints as to how their business can be increased and other like information which is of general interest to the insurance

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business. This style of a house organ has been steadily growing in favor and is now used very extensively. It produces good results.

The house organ which is issued for the purpose of reaching the consumer should be made more general in its standard. The advertising should read differently from that which goes to the retailer. To show the benefit to be derived by the use of the advertised article is the style best adapted for advertising in a house organ of this nature. The December issue should contain suggestions for the holiday shopper. The advertisements should be made in sectional form, and under each different heading suggestions for the man, the woman and the child should be given. Christmas buying is a perplexing problem for the average buyer, and such timely suggestions are gratefully received.

Manufacturers of food products offer recipes for cooking or preparing dainty dishes, using their own products, of course. They incorporate these suggestions in their house organ under the heading "How to use such and such brand of products." The Postum Cereal Company pursues this plan with its entire line, as do a great many other manufacturers, and find it very successful. This style of advertising by suggestion is just the thing for a house organ reaching the consumers. If a suggestion is given which aids the consumer in deciding a

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perplexing question the sale of the advertised or suggested article is practically made. This style of suggestion does not apply wholly to the manufacturer of food products. It may be used with great success by almost any kind of a manufacturer. The idea is just the same in case of the manufacturer who suggests selling schemes to the retail merchant. The office of SUGGESTION in advertising is an important one. It appears in nearly every known form of advertising today. Let the manufacturer convince the consumer that he will be benefited by the use of his article. Let him convince the retailer that he can make money by handling his line of products. Sales will be easy and frequent. The use of the house organ is the best means of accomplishing this that the advertiser has and he should make intelligent use of it.

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CHAPTER VIII.

Catalog Advertising.

THIS form of advertising for both manufacturer and wholesaler is very popular and produces lasting results. Catalogs are often kept at hand for years and get business right along. The writer was once connected with a firm which issued a large wholesale catalog of elaborate style and sent out twenty or thirty thousand of them. These catalogs were only good for one year but the returns in mail orders were enormous.

Preparing a catalog should be in the hands of the advertising department. There are firms, however, which make a business of cataloging and are experts at it.

The arrangement of the items to be listed and the placing of the cuts should first be determined. After this has been done the remaining work is for the printer. There are printers, today, who specialize in catalog making and it is policy for the advertiser to allow this kind of a printer to do his work. There is less chance for mistakes and good suggestions are often forthcoming from a printer of this sort.

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A wholesale catalog can be made less expensive by allowing outside advertisers to take space in it. If the outside advertiser wishes to use colored inserts he may do so provided he furnishes them free to the firm issuing the catalog. These must be trimmed to the proper size of the catalog and be all ready to be inserted. It should be insisted upon by the publisher of the catalog, however, that the manufacturer advertising in the above manner should omit his name and address from his advertisement. The purpose of the catalog, in this case, is to solicit business for the wholesaler. It is not for the outside advertiser. This purpose would be defeated if the names and addresses of the different advertisers appeared on the advertising. Some firms which issue large catalogs allow the outside advertiser to attach the initials of his firm to the inserts. For the one issuing a catalog it would be a good plan to include several of the firm's regular order blanks. These facilitate ordering for the dealer or the consumer. The old theory of making the matter of ordering as simple as possible holds as good in catalog advertising as in any other form.

The results to be obtained from the use of the catalog as an advertising medium may be seen in the wonderful growth of the mail order firms of the country. The mail order house's catalog is usually headed with the following statement which they try to impress upon their customers:

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SAVE THIS CATALOG—IT IS GOOD FOR A LONG TIME.

Then in smaller type they add: Keep this catalog handy for a long time. Do not throw it away. We shall have all these goods in stock for some time to come and if any reductions in price are made we will give you the benefit when your order arrives.

The advertiser should use the same style of heading in all his catalogs. He wants to impress the wholesaler and retailer with the above fact just the same as he does the ultimate consumer. The advent of the parcels post has made buying by mail more easy and has increased the efficiency of the catalog. The dealer does not have to wait until he is able to make up a freight shipment in order to get his goods, and the consumer can have a larger package sent by mail which makes the matter of ordering easier and more simple.

In making a catalog the editor should devote a little space in the front part to the rules and regulations of the parcels post system.

The average small retailer and the consumer know little of the parcels post regulations and the above requirements, if printed, will aid him in ordering and will make the catalog useful to him in other ways.

The usefulness of the parcels post should not influence the advertiser to solicit mail order business

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only. He should endeavor to educate his customers to ordering a hundred pounds or enough to make a freight shipment. Freight is considerably cheaper than either mail or express and is one of the most convincing arguments the advertiser has at hand.

Every manufacturer should have a catalog of his products and should put it in the hands of every one of his wholesale and retail dealers. The retailer uses it to sell goods which he does not carry in stock. The wholesaler sends it out to his traveling representatives and they use it in selling goods of which they do not carry a sample. After a catalog leaves the hands of the advertiser he can never tell who will get it or what results it will produce. It depends largely upon the physical appearance of the catalog whether it will be thrown away or kept at hand for some time.

In making a catalog the editor should be profuse in his use of illustrations for it is by their aid that the sales are made. The first thing a customer asks is, "How does it look?" The illustration will answer this question at once while a long description would not be entirely read, perhaps, and if it were, it would confuse the customer. He would know no more than he did at the beginning. However, printed descriptions are often necessary and they should be written in the simplest possible language. Short and to the point is the real requirement.

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Writing descriptions for a catalog is similar to preparing "copy" for a newspaper advertisement and should be conducted along the same lines. The attention of the reader has to be arrested and his interest gained before he will read the description. This fact must be kept firmly in the mind of the person writing the "copy." Often when the description of an article is placed in a catalog the amount of space it occupies is theoretically charged to it. If, at the end of a certain length of time, it has been found that the sales of this particular article have not been enough to warrant its being relisted in the new catalog, it is either dropped entirely or listed without the aid of an illustration. This is the plan pursued by the large mail order houses of the country and has been found to be a very good way to check the articles listed in a catalog as to their selling qualities.

In putting on a campaign of advertising it is a good plan for the advertiser to issue a small sixteen or thirty-two page catalog of the special line of products he is advertising and to imprint certain quantities for the retail dealer, to be used by him in a manner similar to that of circulars. In a big run the additional cost of imprinting is very little.

An interesting bit of information was given to the writer by a buyer for one of the leading merchants of the country and comes in very well under

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the subject of catalog advertising. This buyer was advertising in the daily papers a series of articles at a special price. For the sake of an experiment he played up strongly about ten of the articles in the series. He thought that by advertising the ten articles the attention of the readers would be attracted to the series and that by prominently displaying the rest of the articles in the store, big results would be gained. Instead of this, however, the ten articles which he had played up strongly in the newspapers were the only ones to move. The others hung on. After trying this method for a few days he "cataloged" or listed all the articles in the series in his advertisements, not playing one up any stronger than the other. As a result the entire series began to move.

The lesson from this experience is that if you have a series of articles to place in your catalog, do not show part of them up stronger than the others but give each one the same trial. Customers will think that the ones pushed hardest are better than the others and will buy them and pass the others. This is the cause for so many overstocks. All people who are interested in the selling profession are liable to sell goods along the lines of least resistance. If a merchant has a stock of goods on hand and wishes to catalog it, he should not list only the good sellers, but should place with them the articles that

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do not move so readily. The "good sellers" will move themselves. The others are the ones which need the benefit of the advertising.

A catalog, like a house organ, may be issued to reach three different classes of buyers,—the wholesaler, the retailer and the ultimate consumer. The catalogs sent to the consumer should be made more artistic in their physical appearance than the others. What has been said about circulars, in this respect, applies to catalogs. The lines laid down for the house organ reaching the consumer can be followed in making a catalog. The catalogs which are to reach the retail dealer should be made attractive and practical but do not have to be as elaborate as those intended for the consumers. The catalog to the wholesaler is used more as a reference and should be made with this in mind.

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CHAPTER IX.

THE RETAILER FROM A MANUFACTURER'S STANDPOINT.

TODAY the retail merchant buys most of his stock direct from the manufacturer at a better price than he formerly got from the jobber. This fact alone contributes to the price-cutting problem, so very evident in this day and age. If an article is well advertised and a demand created for it, the retailers immediately begin to cut the price in order to get more business on it. At least this is the theory on which they proceed. This condition of affairs is deplorable. By his own volition the retailer cuts his profit to practically nothing. He then turns to the manufacturer and cries for a better profit. This is not fair to the manufacturer. He has only so much profit to work upon and is expected to do a great deal with it. His advertising expenses are high and his selling cost is great. The retailer's answer to all this is, "Put up the price of the article to the consumer."

A general survey of the magazines and newspapers will show that the consumer is paying about all he can afford for the articles produced today.

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On the other hand the tendency today is to lessen the retail selling price and give the same quality at a lesser price. The retailer will say that his running expenses are higher, his help costs more than it once did, etc. Granting that all this is true, would it not be all the more reason for maintaining a standard selling price and not cutting prices until his profits amount to nothing?

The manufacturer's problem today is to hit upon a plan whereby he can protect the advertised selling price of his products. In several instances cases of this sort have been taken into court and the courts have ruled that when a merchant buys an article and pays for it he can sell it for whatever he likes. A certain publishing firm brought suit against a large department store in New York City in the attempt to prevent them from selling their books at a cut price, but they lost the suit. The publishers, in general, refused to sell this firm their books, but that did not stop the price-cutting. The books were obtained from some other source and the price-cutting went on the same as before. The truth of the whole price-cutting matter is that if the firm which is cutting prices is a large one and is using enormous quantities of a certain brand of goods, the manufacturer is blind to it all and turns a deaf ear. He is getting his price and after the goods leave his establishment he does not care what becomes of

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them nor how they are sold. Thank goodness, this doesn't apply to all manufacturers. There are still a few who are fighting the price-cutting evil which demoralizes the retail business and forces the smaller dealer to the wall. The larger stores can buy goods cheaper than the smaller merchant and are, therefore, in position to undersell their smaller competitors every time.

Department stores often cut the price on some well known article and use it as a form of advertising. They say that it gets people into their store and that they are able to sell them something else other than the article on which the price is cut. The retail dealer, by his actions in this respect, has forced the advertiser into an aggressive state of mind and also to the point where he has to take an aggressive attitude to protect himself. The manufacturers have tried to stop this menace to a healthy business condition by appealing in a commercial way to the retailer's sense of honor. They have been successful with a great majority of the country's leading merchants. Other manufacturing concerns force the retailer to sign a contract agreeing to maintain the advertised price before allowing him to buy their goods direct. After signing this contract, if the retailer still persists in cutting the price, he is visited by a representative of the manufacturer who is instructed to buy up all of the product in

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question at the full retail price. This dealer is then black-listed and is never sold to again.

The price-cutting habit seems to have a firm grip on the druggists of our country. The manufacturers of patent medicines and toilet articles have been trying for years to prevent it but they do not seem to have been successful. One firm known to the writer manufactured a line of toilet preparations which were of small popularity at the beginning. They sold their goods to any who would buy them. After their popularity increased, however, they found that one of the large department stores was cutting the price of the most popular article in their line. The manufacturer himself went to call upon the manager of the store and appealed to his sense of commercial honor, but was met with the response that the owners knew how to run their own business. This firm was black-listed and was not sold any more goods direct, but in spite of this precaution it still obtained the goods and sold them at a cut price. The case was then thoroughly investigated. It was found that some small store was selling the article in question to the larger store at the full retail price. The small merchant was then approached on the matter. The manager emphatically denied selling the larger store but afterwards admitted that he had sold the goods to a well dressed young man who came into the store. This young

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man, of course, was in the employ of the larger store. After clearing up the matter the small merchant was warned against doing such a thing again and the offense was never repeated. In the case of the large store, it was buying this article at the full retail price and selling it at a cut price, at a big loss. To sell goods at a price less than some other store may be good advertising. But it is poor business policy to take a loss on an article when in all probability the large store would sell just as much of it at the full retail price. Bargain sales at cut prices may be all right for overstocks and remainders, but to cut the price of an article which is being called for every day seems like suicide.

If the retail merchant persists in this method of getting business he will force the advertiser to solicit sales direct from the consumer and not to write his advertising in such form as to solicit for the local dealer. This sort of thing destroys the entire advertising campaign of the manufacturer. What would be the use in trying to educate the public up to paying a certain price? Soliciting orders direct by the advertiser is becoming more generally practiced every day. It behooves the retail dealer to watch his methods of getting business carefully or he may destroy the goose that lays the golden egg.

The advertiser is more or less forced to take this stand in self-defense because of the lack of interest

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on the part of the retail dealer. Having created a consumer's demand for his products the manufacturer can use it as a lever in making the retailer maintain the advertised selling price. In order to gain the interest of the dealer it is necessary for the manufacturer to show him that there is a certain demand for the advertised article. He can get his co-operation by showing him where he can make a good profit. Having secured the dealer's interest, the manufacturer should further strengthen it by offering him imprinted circulars, samples, newspaper advertising, etc. Send him the house organ and write him at different intervals so that he will feel that he has an interest in the concern and that you are helping him to dispose of your goods. And last, but not least, appeal to his honor not to cut the advertised price.

To create a consumer's demand is a great problem for the advertiser. This is often accomplished by giving out samples. The character of the goods advertised will determine whether this method can be pursued or not. Hardware firms could not very well use it, but patent medicine concerns, soap manufacturers and the like employ this method and find it very profitable. This kind of advertising is often a source of great loss to the advertiser. Unless the distribution is carefully watched the samples may fall into the hands of consumers who do not use the

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class of goods advertised, in which case the whole lot of samples would be wasted and bring no returns. The distributing agency may steal the lot outright. It would be best for the advertiser to send his samples direct to the retail merchant and let him superintend the distribution of them and charge the cost incurred to the advertiser.

In creating a consumer's demand for an article, the advertiser sometimes inserts an advertisement in the local papers with a coupon attached. If this coupon is presented at a certain local store a sample of the advertised article will be given away free. This sort of a scheme is local advertising for the dealer and at once enlists his co-operation. A great many patent medicine concerns absolutely guarantee their products to cure certain ailments and instruct the druggist to refund the price of the medicine whenever it fails to cure and the empty bottle is returned. This plan has proved effective in creating a consumers' demand.

There are a great many difficulties to be encountered in the distribution of advertising matter through the retail merchant. He seems to think that he is doing the advertiser a favor when in reality he is soliciting business for himself. To relate an experience showing how inconsistant and unreasonable a retail merchant can be, the firm to which the writer belongs sent a bunch of expensive

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advertising matter to a certain merchant, at his own request. He flatly refused to pay fifty cents express charges on it. The advertising matter was worth at least fifteen dollars and we were giving it to him free of charge. At another time we sent some electrotypes to a merchant for use by him in his local advertising and had them returned to us because the dealer refused to pay the carriage. In a certain drug store, known to the writer, the druggist received an expensive electric sign which was intended to advertise a certain article. Did he use it and partly repay the advertiser for his expense in having the sign made? No, he did not. He tore it apart and arranged it to advertise some preparation he made himself. Expensive posters are very often used by merchants in wrapping up heavy packages. Circulars are often used for smaller ones. Is this fair to the advertiser who goes to a great expense to put advertising material in the hands of the retailer in order that he may increase his business? An advertiser thanks the retail merchant who writes him that he is not in a position to use his advertising matter and for him not to send it. Thousands of dollars are wasted in this manner, while if the retailer would only cultivate a more friendly attitude toward the advertiser and be a little more farsighted he would put all this waste to working for him. Then he, in turn, would be greatly benefited.

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CHAPTER X.

The Advertising Manager and the Advertising Agency.

MOST of the large concerns which advertise extensively, employ an advertising manager. This man handles all the details of the advertising department, such as writing form letters, preparing all the plans of a big campaign, etc. He oversees the sub-letting of his contracts for bill-boards or sign boards. He looks after the printing details and almost always prepares his own "copy" for the newspapers. In concerns where a sales-manager is employed it is best that the two department managers collaborate for the betterment of the business in general. When the sales-manager is acquainted with what is going on in the advertising department he transmits the information to his salesmen who in turn impress upon the dealer just what the firm is doing to promote business and to move the goods from the retailer's shelves. In a great many firms the positions of sales-manager and advertising manager are combined. This seems to be a good plan although it makes a pretty busy man out of the person holding such a position. However, a man in

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this position usually has one or two capable assistants who relieve him of a great deal of the detail. In most large concerns the advertising department comes ahead of the sales department, for it is very often that an advertising campaign costing from a quarter to a half million dollars is planned and this amount represents as much as the whole sales force would represent. So in point of expenditure the advertising expense is most important and the advertising really becomes a part of the regular sales force.

Many of our highest salaried advertising men consult with their advertising agents in planning a campaign and many valuable suggestions are given. Often the agent will write all the "copy" for the campaign. He will look after the details of ordering space and checking the advertisements as they appear, thus saving the advertising manager a great deal of labor. If the sales-manager reports that a certain territory is not producing good results and is weak, it is often necessary for the advertising manager to take a trip and look over this territory. He frequently hits upon a scheme of advertising while on the ground and at once puts it to working.

It is quite necessary for the advertising manager to work in harmony with the salesmen of the house. They can often give him a tip as to how certain improvements can be made in their territory.

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To be able to explain in detail the campaign of advertising their house is putting on is one of the best sales arguments a salesman has at his command. It is one of the duties of the advertising manager to keep the salesmen posted while they are on the road, and it is a good plan to "pull" a few proofs of the different advertisements and send them to the road men at regular intervals.

The office of the advertising agency is to work in conjunction with the advertising manager (or with the advertiser direct) in preparing and planning his campaigns. Very often a certain appropriation is placed in the hands of the agency with instructions to expend it for the benefit of the advertiser. The greater percent of advertising done today is through an agency. It has been found to be most satisfactory to the advertiser. The big agency of today employs a corps of skilled writers whose duty it is to prepare all the advertising for the firm. There is also a staff of talented artists to prepare the color advertisements, catalog covers and the illustrations to be used. Large salaries are paid to these artists and "copy" writers. The agency takes care of the checking of the advertisements, sees to it that the advertiser gets the proper number of insertions and the position ordered. The agency pays all the bills of the campaign and the advertiser in turn is billed from the agency's checking records.

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The agency receives its remuneration from the advertiser in the form of a commission which varies with the different mediums used. Some publishers will not pay an agency's commission but the agency will handle certain mediums without a commission if their clients insist upon it. This sort of business is considered a favor by the agency.

It is very easy for the advertiser to see that it is no additional expense to him if he allows the agency to handle his advertising instead of maintaining his own organization. The agent is trained. He has made a study of the advertising problems of today. He has learned many things from his experience in handling different kinds of advertising. He is better equipped to manage a campaign than is the man who handles only one advertising account. With every different account the agent handles he learns something new. His combined knowledge fits him to manage intelligently any sort of advertising. The agency also protects the advertiser in each and every case. The agent is an excellent judge of possibilities. He knows the different sections of the country where goods can be sold readily and those where difficulties are to be encountered. The advertising business is recognized as a profession. Those who have been in it for years have gained their client's confidence and are looked to for advice in much the same manner as is a lawyer.

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In a great many cases the agency simply acts as the advertiser's agent in placing the advertisements and securing the positions wanted. In our own firm, for instance, we prepare our own "copy." We select the mediums we want and then allow the agency to place them for us. This saves us from the necessity of maintaining the extra office force for handling the amount of detail and correspondence which is involved in placing and checking advertisements. By this means we only have one account, the agency, on our books, instead of a great number. By permitting the agency to place our advertising, thus allowing them to make their commission, we feel free to ask them for advice.

Most all newspapers and magazines employ advertising solicitors whose duty it is to call upon the different agencies and get them to use their paper as one of their mediums, and also to call upon the advertiser direct. They work on a straight salary, not on a commission basis. A solicitor may work up quite a lot of local trade. He can buy space in his paper at a flat rate and re-sell it to his clients at the regular card rate, thus making a certain profit. This is a scheme which is worked quite generally and is very often conducted on a large scale. A solicitor will also work in connection with the agency to develop new business and he is now regarded as a factor in the advertising world. Ad-

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vertising agencies employ solicitors direct and in this case the solicitor will sit down with the advertiser and help him to plan his campaign, if the agency is not employed to do it for him. He will also help him prepare his "copy" and give him suggestions in general. Of course all this is done on the supposition that the advertising is to be placed through the solicitor's agency.

Advertising plays such an important part in business as it is conducted today that it is necessary for the manufacturer to be extremely careful in his selection of a man to handle his advertising problems. If the advertising agency does it for a firm it is not necessary to have an advertising manager. The publicity man can take care of the form letter and circular distributions. In case a publicity man is employed in a firm maintaining an advertising department, headed by a manager, he is considered the manager's assistant and takes care of the details of the different campaigns.

In bringing this little book to a close the writer only hopes that he has been able to put forth clearly some of the essentials of what an advertiser should know. The subject is so big and so broad that it is hardly possible to confine it to one small volume. The term advertiser, to the writer, means *any one who advertises.* This applies to the smallest

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merchant who puts a show card in his windows once a month as well as to the largest advertisers on record. Some of the points touched upon in this volume are more clearly defined in the author's other volume, entitled "What A Salesman Should Know." When we stop to think how closely related the advertising and selling professions really are it seems almost impossible to separate them. Advertising is selling without the aid of personal contact with the buyer. It is by far the hardest form of salesmanship and requires the most careful study. The author hopes that every advertiser, whether large or small, will read this little book, keep it on his desk for reference and use it to his own benefit and profit.

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HENRY C. TAYLOR'S PREVIOUS WORK

WHAT A SALESMAN SHOULD KNOW

THERE is no salesman in the world who "knows it all." Something can always be learned about the art of selling. This one fact alone makes this little book helpful to every salesman, both retail and traveling; for it puts forth the ideas and tips of one man who regards salesmanship as a profession and who has been very successful as a salesman.

"What a Salesman Should Know" contains no funny anecdotes and no verbose theorizing. It is packed full of good straight-from-the-shoulder facts about selling—the knowledge gained in a career of long, earnest endeavor on the road crowned with success. The author is still a comparatively young man and his methods are the down-to-the-minute, twentieth century sort,—the kind that make for sure success.

I THE FOUNDATION
II BUYING VERSUS SELLING
III APPROACHING A CUSTOMER
IV MAKING A SAMPLE DISPLAY
V ENTERTAINING CUSTOMERS, USE OF EXPENSE ACCOUNT, ETC.
VI WRITING THE FIRM, KEEPING APPOINTMENTS, ETC.
VII MILEAGE BOOKS, EXCESS BAGGAGE, TIPPING, ETC.
VIII IMPROVING SPARE TIME
IX KEEPING A PERSONAL RECORD OF SALES, ETC.
X CONCENTRATION

Uniform Binding

Cloth Bound; 75 cents net, Postpaid 80 cents.

BROWNE & HOWELL CO.
PUBLISHERS

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THIS BOOK IS DUE ON THE LAST DATE STAMPED BELOW

AN INITIAL FINE OF 25 CENTS WILL BE ASSESSED FOR FAILURE TO RETURN THIS BOOK ON THE DATE DUE. THE PENALTY WILL INCREASE TO 50 CENTS ON THE FOURTH DAY AND TO $1.00 ON THE SEVENTH DAY OVERDUE.

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FEB 8 1940
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SEP 13 1944
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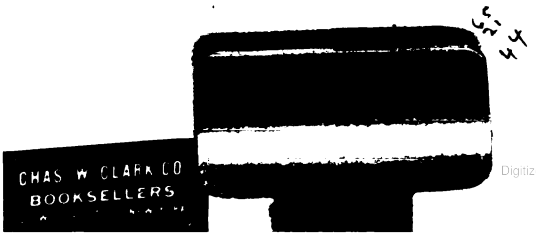

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